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NOVEMBER 11, 1988
A Cahners publication serving the total foodservice industry

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NEW YORK'S RESTAURANT LAFAYETTE SERVES SALMON WITH FRIED LOTUS ROOT

NOV. 11, 1988

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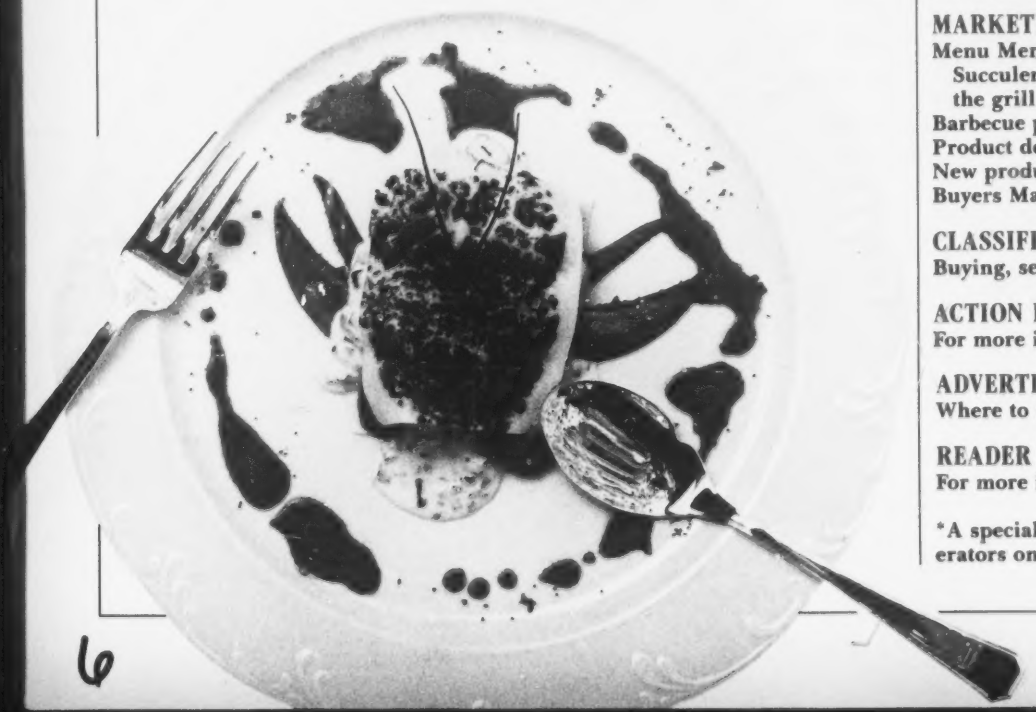

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R&I REPORT

CHART ELECTS NEW BOARD MEMBERS

The Council of Hotel and Restaurant Trainers elected 1989's Executive Committee during its August conference in San Diego. (From l. to r.) Mike Amos, Sandia Holdings Inc., vice president; Sandi Spivey, Denny's Inc., secretary; Tom Gathers, General Mills Restaurants Inc., president; Susan Magrini, The Seiler Corp., treasurer; Dave Young, Friendly Ice Cream Corp., past president. CHART's winter meeting will take place April 2-5 in Clearwater, Fla. For information, contact Pat Evans, CHART's external affairs director, at Kentucky Fried Chicken's National Management Co. in Troy, Mich., (313) 689-5100.

■ **HUMAN RESOURCES**

Labor Woes Call for Pro-active Approach

New staff positions are created to address recruiting, retention issues.

As the foodservice industry's labor supply continues to erode, training and human resources executives are designing more programs to aid in recruitment and help cut turnover.

At the August meeting of the Council of Hotel and Restaurant Trainers, an *R&I* survey of the membership found that a growing number of companies are dedicating personnel to the job of improving the recruitment and retention rates of management and hourly personnel (see survey results below). Some companies admit that recruiting and retention is their number one strategic priority for 1989.

At Jerrico Inc., a new position called "Manager of Staffing Services" has been in place for six months to direct more than 50 new programs designed to address the company's concerns about hourly workers.

Some of the more popular programs being implemented by companies include heavily structured interviewing processes to identify motivated candidates who have personalities and abilities compatible with working in a foodservice environment. Steak 'n Shake Inc.'s "Select the Best" is such a system, in place for less than a year. Director of Training Carmen Bernabie says initial results are encouraging.

At ARA Services, Joel Katz, director of human resources development, has started a similar program for management candidates. ARA has identified competencies critical to job success and conducts structured behavioral interviews to see whether candidates have what it takes.

"Someone once told me, 'Easy hire, easy fire,'" says Katz. "When you put people through an extensive selection process, they know you have taken the time and effort to select the right person. Then they assume you will take the same time and effort to develop them."

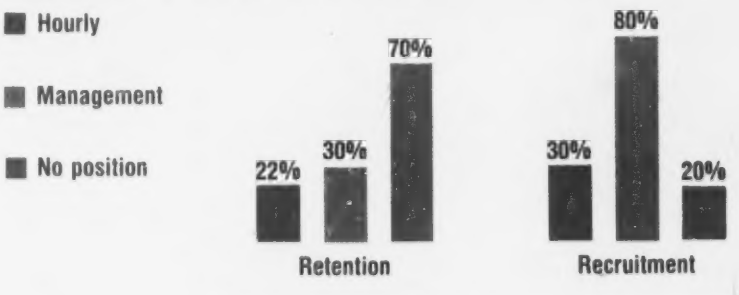
Anecdotal data in some regions show that ARA's program has reduced turnover by 40% in the management ranks. ARA also plans to develop a recruiting manual for unit managers to help them hire more qualified hourly personnel.

At Kentucky Fried Chicken, Human Resources and Training Manager Pat Evans is working on a retention bonus plan for hourly workers, based on length of service. "It sounds very attractive to employees when you tell them they can receive a $200 bonus if they work 20 hours a week for six months."

Evans also is working on a recognition program that puts managers into special recruiting, training or operations projects for three months. At the same time, the manager's bonus is guaranteed. *—J.W.*

RECRUITING, RETENTION ADDRESSED

Because of the continued labor shortage, *R&I* asked executives attending the Council of Hotel and Restaurant Training this summer whether or not their companies had positions dedicated to the recruitment or retention of either hourly or management personnel. Their responses indicate that more companies are starting to address these issues.



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RESTAURANTS & INSTITUTIONS, a Cahners publication. 1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080. Phone: 312/635-8800.

Cahners Publishing Company, A Division of Reed Publishing USA ☐ Specialized Business Magazines for Building & Construction ☐ Manufacturing ☐ Foodservice & Lodging ☐ Electronics & Computers ☐ Interior Design ☐ Printing ☐ Publishing ☐ Industrial Research & Technology ☐ Health Care ☐ Entertainment ☐ Specialized Consumer Magazines: American Baby ☐ Modern Bride.

RESTAURANTS & INSTITUTIONS (ISSN 0273-5520) is published biweekly (with an additional issue in February, March, June, August and October) in national, demographic and separate editions by The Cahners Publishing Company, A Division of Reed Publishing USA, 275 Washington St., Newton, MA 02158-1630. Terrence M. McDermott, President; David S. Wexler, Group Vice President; Jerry D. Neth, Vice President/Publishing Operations; J.J. Walsh, Financial Vice President/Magazine Division; Thomas J. Dellamaria, Vice President/Production and Manufacturing. Circulation records are maintained at Cahners Publishing Company, 44 Cook St., Denver, CO 80206-5800. Phone: 303/388-4511. Second-class postage paid at Denver, CO 80206-5800 and additional mailing offices. Postmaster: Send address corrections to RESTAURANTS & INSTITUTIONS at our Denver address.

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Annual subscription rates for non-qualified people: USA, $95; Canada/Mexico, $105; other countries, $130 for surface mail and $215 for air mail. Except for special issues where price changes are indicated, single copies of regular issues are available for $10 (USA, Canada/Mexico and foreign). Please address all subscription mail to RESTAURANTS & INSTITUTIONS, 44 Cook St., Denver, CO 80206-5800. RESTAURANTS & INSTITUTIONS has also been published as "INSTITUTIONS, Magazine of the Service World" and INSTITUTIONS/VOLUME FEEDING MANAGEMENT.

Nov. 25, 1988 Not Filmed